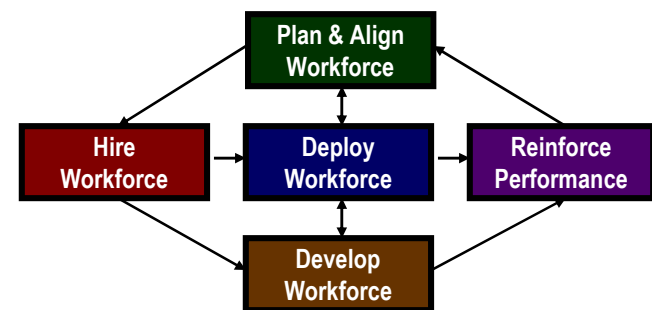

**State of Washington
Department of Agriculture**

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Dept. of Agriculture

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	5.1% = "Managers"; 4.8% = WMS only	Low	WMS control point = 6.2%
% employees with current position/competency descriptions ^b	90.50%	High	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	63 avg days to hire (of 28 vacancies filled)	Medium	
Candidate quality ratings ^c	70% cand. interviewed had competencies needed 75% mgrs said they were able to hire best candidate	Medium	
Hiring balance (% types of appointments) ^c	20% promo; 57% new hires; 11% transfers; 9% exempts;	Low	
Number of separations during post-hire review period ^c	6	Low	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	91.8%	High	
Overtime usage: (monthly average) ^c	7.85 hours (per capita); 33.26% of EEs receiving OT	Low	
Sick leave usage: (monthly average) ^c	5.7 hours	Low	
# of non-disciplinary grievances ^c	1 grievance	Low	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	91.8%	High	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	93.3%	High	
Number of formal disciplinary actions taken ^c	3	Low	
Number of disciplinary grievances and appeals filed ^c	1 grievance	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	5.0%	Low	
Diversity Profile ^a	40% female; 12% people of color; 78% 40+; 2% with disabilities	Medium	
Employee survey overall average rating ^d	3.78; 329 survey responses	High	

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Low

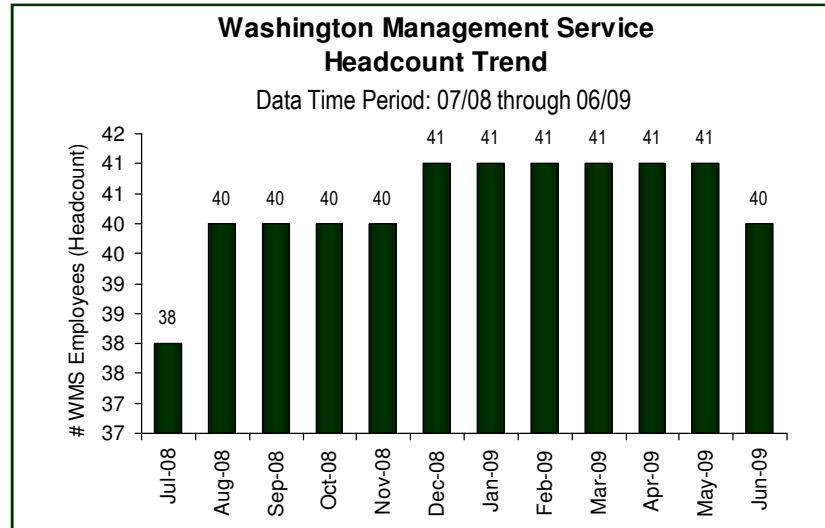
WMS Employees Headcount = 40

Percent of agency workforce that is WMS = 4.8%

All Managers* Headcount = 43

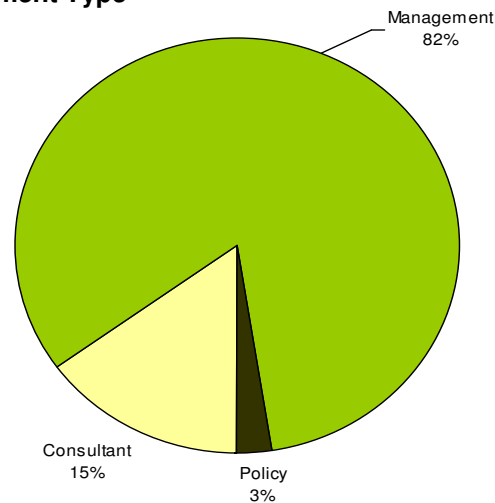
Percent of agency workforce that is Managers* = 5.1%

* In positions coded as "Manager" (includes EMS, WMS, and GS)



WMS Management Type

Management	33
Consultant	6
Policy	1



Data as of 06/09
Source: BI

Management Profile

Dept. of Agriculture

Background Information:

- The figures at left are based on a headcount of 851 employees, a peak workforce including non-permanent employees.
- The total number of non-permanent employees increased from the last reporting period due to a larger than normal crop harvest requiring WSDA inspections.
- WSDA's WMS control point is 6.2% of 681 employees. This equates to 42 WMS employees.

Analysis:

- WSDA remains below its control percentage point for WMS.

Action Steps:

- WSDA will continue to effectively manage the use of WMS positions.

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Current Position/Competency Descriptions

Agency Priority: High

Percent employees with current position/competency descriptions = 90.5%*

*Based on 474 of 524 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The percentage of current position descriptions is down slightly since the October 2008 Report when we were at 94.7%.

Action Steps:

- During the employee's performance evaluation, supervisors continue to communicate with employees how their position and responsibilities align with the WSDA 2009-2011 Strategic Plan.
- The Human Resources staff are conducting training for managers and supervisors on the PDP process, to include updating the PDF. HR is also requiring an updated position description prior to a recruitment.
- WSDA executives will track the agency's progress in reaching the goal of 100% completion rate for completed position descriptions.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Medium

Time-to-Hire Funded Vacancies

Average number of days to hire*: 63

Number of vacancies filled: 28

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 59 Percentage = 70%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 9 Percentage = 75%

Hiring managers indicating "no":

Number = 3 Percentage = 25%

Background Information:

- The candidate quality is based on information provided by the hiring manager or supervisor to the Human Resources Office.
- The hiring managers indicating a "no" response to the survey question regarding candidate quality further stated their "no" answer was due to the candidates failure to accept their job offer due to low salary.
- In partnership with our Executive Leadership Team (ELT), HR has set target turnaround goals for the recruitment process, which it has consistently met and/or exceeded.

Analysis:

- The average number of days to fill is up from 44 days as reported in October 2008.
- The increase in days to fill may be due to a number of factors. One of which is the hiring freeze enacted by Engrossed Substitute Senate Bill 5460. WSDA was in the process of recruiting for two clerical positions that did not fit the two exemptions in the law and as a result the recruitments were placed on hold until after July 1, 2009. Also, once the divisions/programs receive the certified list, a shift in priorities and workload may factor into the time the certified lists are with the divisions/programs.
- The number of surveys completed by managers has increased and continues to indicate a high level of qualified candidates.

Action Steps:

- HR will continue to provide assistance to managers and supervisors with the development of screening strategies and methods to ensure the highest quality of candidate is timely hired for the job.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

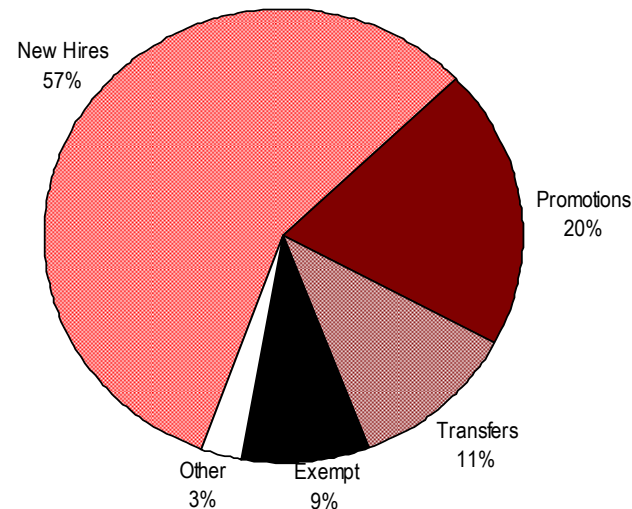
Hiring Balance
(proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments



Total number of appointments = 35

Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	1
Probationary separations - Involuntary	2
<i>Total Probationary Separations</i>	<i>3</i>
Trial Service separations - Voluntary	2
Trial Service separations - Involuntary	1
<i>Total Trial Service Separations</i>	<i>3</i>
Total Separations During Review Period	6

Data Time Period: 07/08 through 06/09
Source: BI and WSDA

Analysis:

- A majority of agency hires continue to be new hires, followed by promotions.
- The number of appointments decreased by 53 from the last reporting period.
- The number of voluntary separations decreased by 3 from the last reporting period.

Action Steps:

- WSDA will continue to closely monitor the agency FTE's with a heightened level of fiscal prudence.
- HR will continue to monitor exit interview data to determine reasons for employee separations.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 91.8%*

*Based on 472 of 514 reported employee count.
Applies to employees in permanent positions, both WMS & GS.
New employees hired less than 30 days prior to 6/30/09 are not included in the 514.

Analysis:

- The percent of completed expectations increased by over 2% from the previous reporting period.
- WSDA executives continue to communicate their expectations for managers and supervisors to improve organizational success through effective performance management.
- WSDA continues to strive to reach the 100% current expectations.

Action Steps:

- WSDA executives are collectively developing strategies to meet the 100% deadline.
- WSDA will continue to educate managers and supervisors to maximize the performance of their employees by developing and motivating them to reach peak performance.

Overtime Usage

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

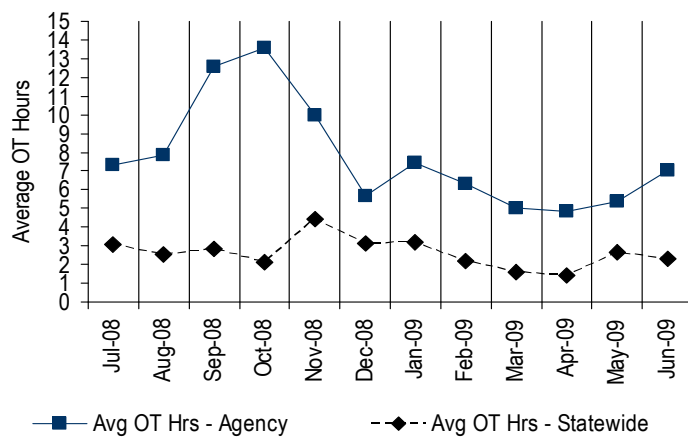
Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

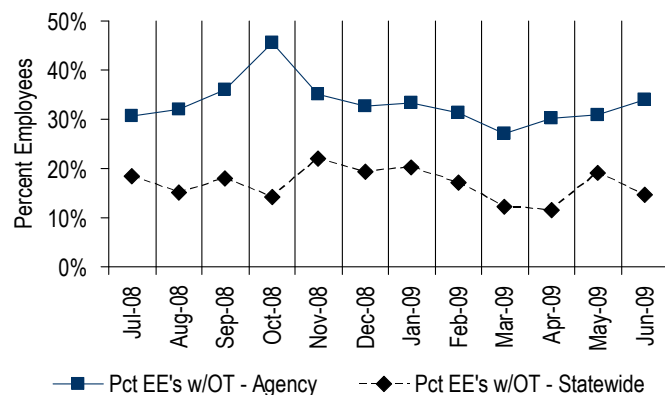
Average Overtime (per capita) *



Overall agency avg overtime usage – per capita, per month: 7.85%**

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *



Overall agency avg employees receiving overtime per month: 33.26%**

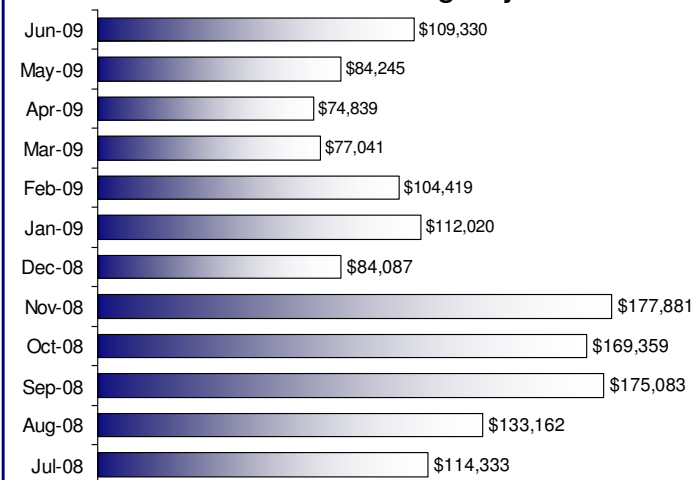
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 07/08 through 06/09

Source: BI

Overtime Cost - Agency



Analysis:

- WSDA overtime (OT) increases on a cyclical basis to meet industry demand during harvests.
- Industry-driven overtime is key to supporting the agricultural community and promoting consumer and environmental protection. The majority of overtime occurs in the Commodity Inspection Division and is covered by inspection fee revenue.
- OT is an effective and efficient way to provide adequate staffing during times of peak activity.
- The overtime cost to the agency has decreased by \$176,672 from the last reporting period.

Action Steps:

- WSDA will continue to effectively manage OT use and ensure OT is used in the appropriate manner.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

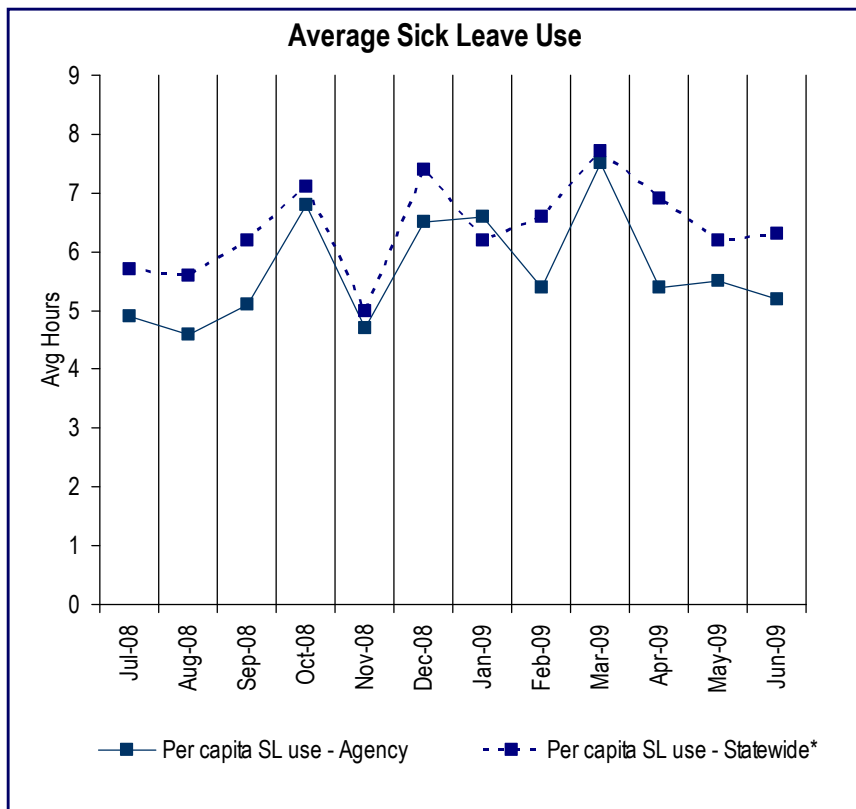
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Agency Priority: Low



Analysis:

- WSDA continues to be below the statewide average in the use of sick leave.

Action Steps:

- Assistant Directors will continue to manage sick leave usage in their divisions.
- HR continues to communicate methods and tools for managers' and supervisors' use to identify and correct the inappropriate use of sick leave.
- WSDA continues to educate employees on healthy lifestyles and actively promotes state-sponsored wellness activities.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
5.7 Hrs	351.4 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

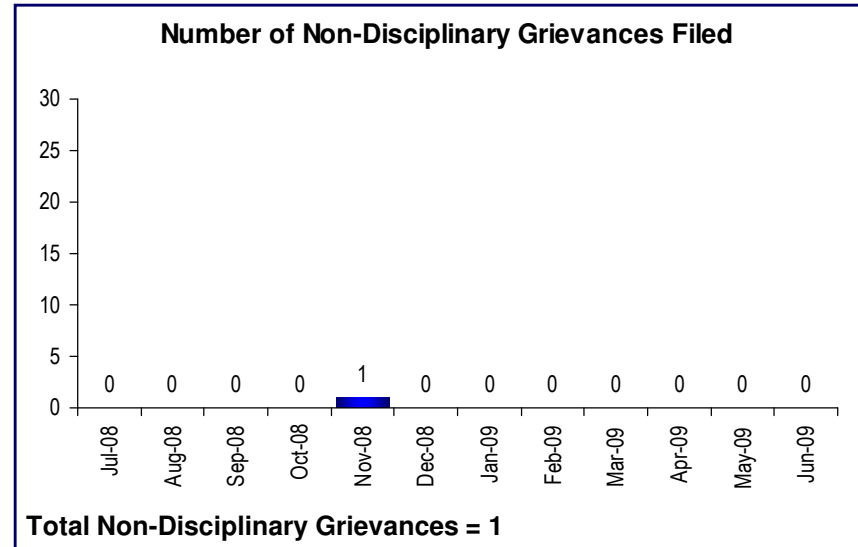
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low



Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Overtime	1
2.	
3.	
4.	
5.	

Analysis:

- One grievance was filed in this reporting period, which is consistent with the prior reporting period.

Action Steps:

- Managers and supervisors continue to resolve issues at the lowest level possible, resulting in a low number of grievances filed.
- WSDA will continue to educate on the hours of work and overtime issues to minimize contractual issues before they occur.

Non-Disciplinary Grievance Disposition* (Outcomes determined during time period listed below)

- Withdrawn at 2nd step

Data Time Period: 07/08 through 06/09
Source: BI

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

Data Time Period: 07/08 through 06/09
Source: Department of Personnel

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: High

Percent employees with current individual development plans = 91.8%*

*Based on 482 of 514 reported employee count.
Applies to employees in permanent positions, both WMS & GS.
New employees hired less than 30 days prior to 6/30/09 are not included in the 514.

Analysis:

- WSDA is up over 2% from the prior reporting period's 89.6% completion rate.

Action Steps:

- WSDA continues to hold supervisors accountable for completing quality evaluations, to include development plans tied to the agency's mission and vision.
- WSDA will continue to report compliance at each internal GMAP presentation.
- WSDA will ensure employees receive the necessary training and mentoring they need to be successful.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 93.3%*

*Based on 473 of 507 reported employee count.
Applies to employees in permanent positions, both WMS & GS.
507 = Employees who have been on staff long enough to have an Evaluation due.

Analysis:

- The percentage of completed evaluations is down 3.9% from the prior reporting period when we were at 97.2%.
- The agency continues to strive toward a 100% completion rate.

Action Steps:

- WSDA continues to follow the agency action plan and is working on strategies to continue toward the agency goal of 100%.
- Some programs struggling with reaching the goal have implemented a once-a-year evaluation due date for all employees. This, we hope, will increase the timely completion rate.
- WSDA will continue to educate managers and supervisors to maximize the performance of the employees by developing and motivating them to reach peak performance.
- Each division continues to report on their compliance at internal GMAP presentations.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	0
Suspensions	2
Reduction in Pay	1
Total Disciplinary Actions*	3

Issues Leading to Disciplinary Action

- Failure to perform assigned duties
- Inappropriate use of state computer
- Inappropriate behavior in the workplace

Analysis:

- WSDA's disciplinary action numbers continue to be few in number.
- A settlement was reached on the reduction in pay prior to arbitration.
- The other two employees did not appeal their suspensions.

Action Steps:

- Supervisors and managers will continue to hold employees accountable to conduct their duties with the highest level of professional and ethical conduct.
- HR will provide tools and training to managers and supervisors on performance planning and evaluation and addressing performance issues.
- Managers and supervisors will ensure that employees receive the necessary training and development opportunities needed to accomplish their job.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

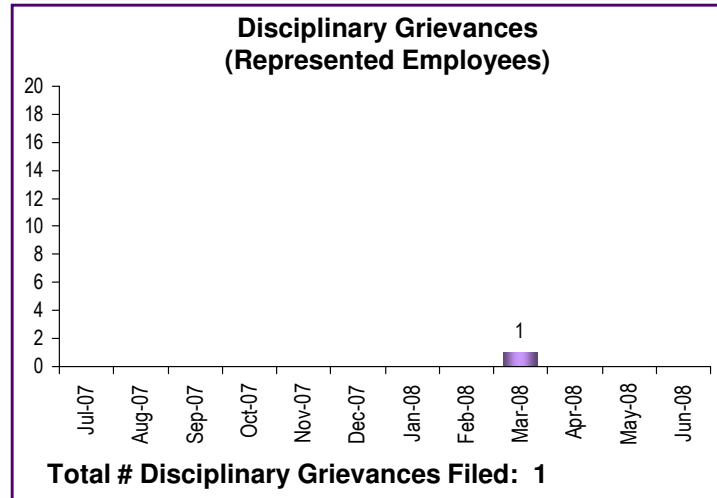
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low



Disposition (Outcomes) of Disciplinary Grievances

- Settled prior to arbitration by reducing the sanction.

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

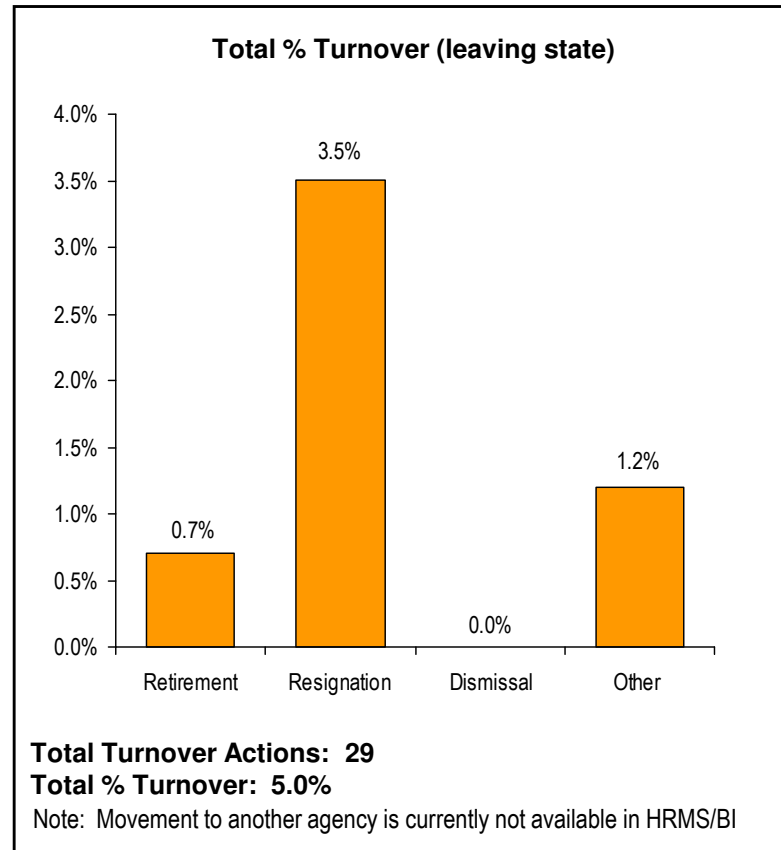
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- The WSDA turnover rate has increased by .3% since last fiscal year. During the 2008 reporting period WSDA had a 4.7% turnover rate.
- The turnover rates were up slightly from 2008 reporting period, but it is not a significant change.

Action Steps:

- HR continues to provide exit interview questionnaires to departing employees and conducts an analysis of the data provided by the employees.
- The data provided in WSDA exit interviews has shown that some turnover is related to compensation.
- WSDA executives continue to identify current and future global trends in the agricultural industry that may influence the organization's direction and the workforce needed to conduct agency business activities.

Data Time Period: 07/08 through 06/09
 Source: BI

Workforce Diversity Profile

Agency Priority: Medium

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

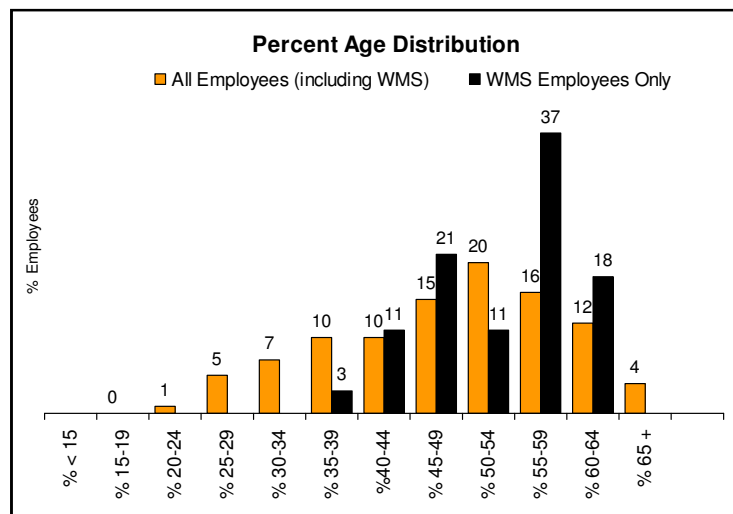
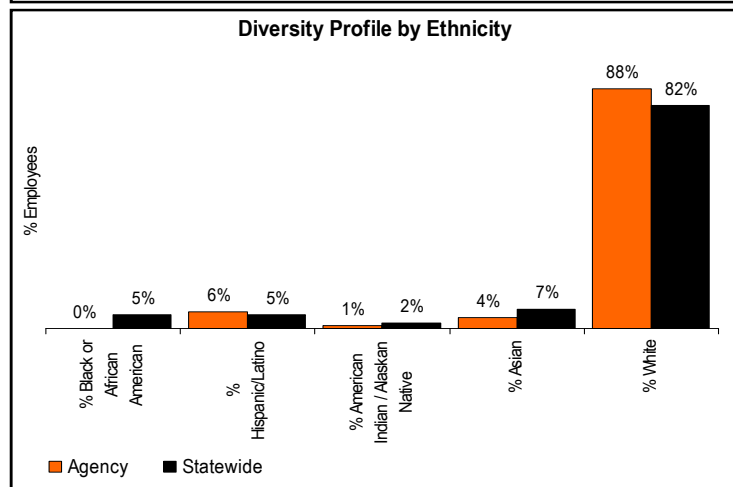
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	40%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	1%	2%
People of color	12%	18%
Persons over 40	78%	74%



Analysis:

- When compared to the 2008 reporting period, there has been little change in the percentages for each category.

Action Steps:

- WSDA continues to focus on recruiting candidates that reflect the diversity of the State of Washington.
- WSDA continues to send all job announcements to the statewide diversity list serve.
- WSDA is working with DOP staff to identify new marketing techniques for WSDA job announcements.

Data as of 06/09
Source: BI

Employee Survey Ratings

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.72	3.74
2) I receive the information I need to do my job effectively.	3.89	3.85
3) I know how my work contributes to the goals of my agency.	4.08	4.09
4) I know what is expected of me at work.	4.33	4.30
5) I have opportunities at work to learn and grow.	3.70	3.70
6) I have the tools and resources I need to do my job effectively.	3.98	3.95
7) My supervisor treats me with dignity and respect.	4.39	4.28
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.67	3.63
9) I receive recognition for a job well done.	3.29	3.24
10) My performance evaluation provides me with meaningful information about my performance.	3.35	3.33
11) My supervisor holds me and my co-workers accountable for performance.	4.15	3.94
12) I know how my agency measures its success.	3.19	3.38
13) My agency consistently demonstrates support for a diverse workforce.	NA	3.71

Overall average: 3.81 3.78

Number of survey responses: 351 329

Analysis:

- We received 22 fewer survey responses in 2007 than 2006.
- A greater number of employees stated that they know how WSDA measures its success and how their work contributes to agency goals.

Action Steps:

- WSDA has requested that DOP provide a further breakdown of the 2009 enterprise-wide employee survey data. The 2008 survey was broken down for the agency as a whole.
- HR will provide training to managers and supervisors to assist in the development of core supervisory competencies.
- WSDA will continue to build a performance-based culture.

Data as of November 2007
Source: Statewide Employee Survey